

# mpressions. A Journal of Business Making Ideas

*Here you may profit by the experience of others.*

Vol. 4.

St. Catharines, Ontario, January, 1905.

No. 1

**W**HEN a champion prizefighter like Jeffries is approached by the manager of an unknown and asked to sign articles for a fistic encounter, he calmly tells the aspirant to "Get a reputation." He has all he can attend to meeting the men who have won their spurs and who are really entitled to a chance to wrest the title from him. He has everything to lose and nothing to gain in meeting the "unknown."

When a merchant or manufacturer tries to force his unknown goods on the buying public, they retort, "Go get a reputation." They prefer to deal with advertisers who have made names for themselves and in whose products they have confidence. The public has everything to lose and nothing to gain in buying untried products.

The progressive business man of today has, therefore, ascertained that he must get his head above the level of the crowd in order to be recognized—he must get a reputation—and time has proven that the best way to get that reputation is to advertise something possessing merit.

Some short-sighted business men view advertising as the little boy who, when asked by his Sunday School teacher if he said his prayers every night, replied: "Nope, and I ain't goin' to,

The Demand  
for  
Advertised  
Goods.

nuther, just as long as I'm gettin' along all right." The little boy's philosophy doesn't go in advertising.

The "dear public" are no fools! Like a woman "when they will they will and there's an end on't."

The really high-grade product of today is the advertised product, for the simple reason that advertising will extend the market ten-fold for an article of merit, while the mediocre article must struggle along, depending on close margins, limited expenses and large profits to the jobber and consumer to keep its head above the waters of obscurity.

The public want advertised goods because they have learned in the hard school of experience that advertised goods are usually best. And they are distinctly right! No article which does not possess some merit can long withstand the searchlight of publicity, while manufacturers of meritorious goods are not slow to take advantage of the unlimited extension of trade thrown open to them by the various mediums of publicity to which they have access.

No maker of good goods can afford to get along without advertising, and should he try it he is sure sooner or later to be placed in the category of "also rans."

Advertising is the megaphone through which to reach the ears of the buying public, and the best and most persistent talker will command the most attention.

Advertising has ceased to be a "bunco" game. It is a plain business proposition, and has long since outgrown the swaddling clothes which everything new has to wear. Tell "the truth, the whole truth and nothing but the truth" about something which will stand investigation, and, unless you are misguided in your methods of conducting the details of the campaign, the results



will come just as surely as "Old Sol" rises in the east every morning.

Advertising has made more reputations than the world of events. I venture to say that the grim pill of Dr. Munyon is more widely known than "The Pilgrim" of John Bunyan; Scott's Emulsion takes the palm of publicity from Scott's "Lady of the Lake;" Douglas, the \$3 shoe man, is known where Stephen A. Douglas, "the Little Giant" and great rival of Abe Lincoln is forgotten, and the Robert Burns ten-center strikes a responsive chord of recognition far more quickly than Robert Burns' "Tam-o-Shanter." Advertising will make the reputations of the past give way to those of the present.

Constant reiteration of a statement, no matter how ridiculous, will eventually have its influence, as history proves in the history of fanatics and their followers. Mr. Keeley and his motor, Mr. Barnum and his Cardiff Giant, and our own John Alexander Dowie and his Zion City all had their converts. They got their reputations through advertising. We have another example of effective publicity in the recent campaign. Advertising has had much to do with the popularity and prosperity of Theodore Roosevelt. His books, his strenuous life and "ever-in-the-public-eye methods" have done much to make him what he is—all but unbearable.

The other fellow was simply outadvertised.

There is an indefinable something in the makeup of every individual which renders him susceptible to advertising, and the person who could read a modern, well-written, plausible medical advertisement and not shudder at the conscious possession of half-a-dozen diseases would better consult a specialist for ossification of the nerves.

Repetition makes reputation.

Much credit is due the advertising agencies and publishers of this country for the niche advertised goods occupy to-day. The agents, to be sure, have labored primarily from a mercenary standpoint, but the result has been none the less effective. There is no gainsaying the fact that but for the missionary work of the advertising agencies during the high-chair days of advertising America would not stand as she does today at the head of the whole world in the art of advertising.

The publishers have done much of late years in reflecting prestige on their advertisers and advertised goods by excluding all fakes and questionable announcements from their columns, and if advertisers would but be more discriminating in their demands as to the class of advertising a publication should carry before proving itself worthy a place on their lists, the line would be even more closely drawn than it is.

If all advertisers would only cultivate the habit of telling the truth and avoiding any semblance of exaggeration as they would a plague, the public would in time demand and accept nothing but advertised goods.

"'Tis a consummation devoutly to be wished."

\* \* \*

**A** GOOD story is going the rounds concerning a young American woman who wished to be presented at the court of the late King of Saxony. The high officials, having enquired into her social standing at home, objected. They represented to her that the King could scarcely receive the daughter of a man who sold boots and shoes. The young woman cabled home and told her father the situation. The next morning she received his answer: "Bosh! It isn't selling. Practically giving them away. See advertisement." That solved the difficulty. She was presented as the daughter of an eminent philanthropist.



**M**OST progressive merchants are aware of the value of the show window as a medium for advertising their stocks. An effectively dressed window is bound to make a strong impression on the minds of all who pass the store. But it should be understood that to get the full benefit of this form of advertising, the window display must be changed frequently. It is the same as with a newspaper ad. People will pay little attention to a display that they have seen frequently before. And after the window display has remained unchanged some little time, there are but a few likely to pass it, to whom it will be new.

Changing either a newspaper ad. or the window ad means work, of course, but that is true of everything that is worth while. Business will come to a store only through well-directed effort.

It is better to have the window display simpler and make frequent changes, than to try to fill the window with everything that the store handles, and leave the same display for weeks or months.

A few articles will stand out more prominently than will any of a heterogeneous display. The few articles can be readily observed by the passer who does not stop. If price tickets are used, as they should be, passers will not only be impressed with the attractiveness of the goods, but will get a line on prices, so that they will know if they can afford to buy or not. Prices are just as important in the window display as in the newspaper ad.

The few articles are not only easier to arrange than a window that is built on the lines of a catalogue, but it is also a less expensive method. Goods are always more or less damaged by being displayed. Handling, dust and fly specks all play their parts in this damage. Goods of delicate shades often fade when subjected to the sunlight. Many goods are practically worthless, after being in the window for some time. They are of less

use for advertising purposes than for any other, for it goes without saying, that the merchant cannot afford to advertise his store by any samples but those making a first class appearance. This damage to stock is no small matter. It should receive the earnest attention of the store management, or it will be found that the window advertising is costing more than the newspaper space.

Small, striking displays of one line of goods at a time, and frequent changes of the display will reduce the damage to stock to the minimum. And this will prove the most effective way of bringing business to the store.

\* \* \*

Something  
New.

**S**OMETHING new in the way of sales is on at Wolbach's. It might be called a co-operative sale. Various ladies' aid societies have accepted the offer of Wolbach & Sons to install a clerk for three weeks and to secure ten per cent of all the sales made by this clerk. The clerk, by the way, is given wide latitude and pretty generous assistance. For instance if a man desires to buy an overcoat and wants to give any particular church the benefit of the ten per cent, he looks up the clerk installed by the respective church—see list below—and asks her to wait on him. If, as is likely, the dear lady don't know much more about an overcoat than the average man does about a bonnet, the clothing clerks will do the fitting and the lady clerk gets credit for making the sale.

The following churches take part:

Christian church, clerk, Mrs. O. R. Perry.

Congregational church, clerk, Mrs. Conrad.

English Lutheran, clerk, Miss Henrietta Schlotfeldt.

First Methodist, clerk, Mrs. Ed. Hirst.

Presbyterian, clerk, Miss Olga Nyboe.

Trinity M. E., clerk, Miss Myrtle Owens.



**W**HEN a firm puts its advertising in the hands of an advertising agency, or when it hires a man to act as advertising manager, it should be prepared to trust the judgment of the agency or the manager selected.

An advertising man who is of the least use has ideas as to the best methods to pursue. Has given time and thought and study to advertising problems. He has surveyed the whole advertising field, and can form a fair judgment as to the best method of procedure.

The man at the head of the business should therefore pay some attention to his counsels. Either the advertising man is competent, and his judgment should be relied upon, or else he is incompetent and his services should never have been secured.

Some concerns, of course, employ an advertising manager to direct the advertising, and only call upon the agency to design and place it. In such cases, it is the manager whose advice should be relied upon. In the smaller business houses, however, it is customary for the business manager to select an agency, advise with the agent, and in this manner shape up a proposition.

In either instance, the advertising man should have some attention paid to his counsel. The better advertising man he is, the more ideas he will have, and the more likely he will be to stick to his own viewpoint, even though it runs counter to the views of the man who is paying the bills.

The business man who gets hot under the collar because his advertising man does not agree with him in all his ideas on advertising matters, has altogether too much ego in his composition. No man can know everything. The man who has specialized in advertising may know far more about the correct way to advertise a business than does the man who has built up the business along

What to do  
with  
Inquiries.

conservative lines, with little or no advertising. The best advertising men have an imaginative, optimistic temperament which is the direct opposite of the average hard-headed business man.

Of course if the business man wants to work out his own theories and to take no advice, he is fully entitled to do so. But there is no need in such cases of hiring an advertising manager, or in taking counsel with an agent. He can hire an ad. writer to put his ideas in shape. He can direct the agency to place the advertising to meet his views. He is his own advertising manager, and must stand or fall on his own knowledge of advertising principles. What many men want is that the manager or agent shall pat him on the back, praise his plans and then take the responsibility of the failure that is bound to follow.

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**I**NQUIRIES are valuable. Many firms spend from fifteen to twenty cents on each inquiry before landing an order and of course they fail in many cases to land any at all, but the percentage on two or three thousand inquiries worked in such a manner is very good. Many mail order dealers and advertisers are in the habit of casting aside every inquiry as soon as its immediate demands are compiled with, and we believe that in doing so they lose fully as much trade and business as they secure direct. In other words a dealer in following up his inquiries will double his receipts every time.

Before a dealer places even his first advertisement he should have his stock, his supply of printed matter and a carefully prepared series of follow-up letters all prepared and ready for use.

There is a good method for handling these inquiries, which would be to have a book especially for the purpose in which the names and addresses may be entered as soon as received, thus: when an order is received the two addresses may be written



at one time, one in the book and the other on the package. In the same manner when answering an inquiry, if the address and date be entered into a book there will always be a good list of addresses ready for follow-up or circularizing at any time. These follow-ups should be well prepared and sent out regularly, giving the would-be customers the impression that you are at least systematic in your dealings, which fact alone will secure many orders for you.

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**W**HEN you engage your photographer to make photos for halftones, give him careful instructions about the kind of prints to furnish. There are certain kinds of photographs that will not absorb the color, and it is with the greatest difficulty that an artist can do any retouching on them. Even then, when the photos have been retouched and are put up on the camera, the heat of the electric lamp causes the colors to crack and peel off. There are occasional instances where \$20.00 to \$30.00 worth of artists' time on a photograph has been entirely wasted by this "peeling off" while under the electric lights on the camera, or while in transit by mail or express to and from the engraver, or by ordinary handling. This can be avoided by observing the following suggestions: Do not use Collodian papers, nor Velox, or other developing papers for photographs that will require retouching for halftone engraving. Use any make of gelatine paper, albumen paper or Eastman Solio, and do not harden the surface. The finest results in redrawing over photos can be obtained by the softer and more absorbent surface on gelatine papers. Hard non-absorbent papers are not at all suited for retouching for reproduction.

\* \* \*

The man who saves makes more than he saves.

How to do  
Business in  
France.

FRANCE buys from America every year nearly one hundred million dollars' worth of goods. To how much this would amount if the American manufacturer would decide to improve his methods of doing business with the French buyer, it is impossible to say. But it will be easy to prove that the American export trade with France can be increased ; to explain how to attain this will be the aim of the writer.

Going into general considerations as to the character of the French business man, it must be said that he is the easiest buyer and the best payer of the world, and if only on account of this the American exporter should consider the possibility of opening up trade with him.

Add to this that American goods are becoming very popular in this country, and everybody will agree with me that the door is wide open for United States industries to step in and take a position on the French market.

It is interesting to observe how everything of American origin meets with the consideration of the French public and is easily sold at higher prices than similar goods made in other countries.

The man of select society wears American shoes, and the latest style in gentleman's clothing is now fixed in New York and no longer in Paris or London. It is also considered "smart" to absorb those special drinks which are characteristically "American," and American bars rise up from the ground like snails after a rainy day. The cyclist who is in a position to pay a little more than a medium price for his bicycle buys an American wheel, and nobody would now believe in a dentist who is not working on the American system. The cultivator finds that agricultural machines bearing the origin stamp of the United States are the best ; the business man uses American desks, typewriters, etc., in his office, and American cash registers, etc., in his store.

It is even curious to notice how many goods of European make are sold under an American name, which shows more than anything else that the best introduction for goods to sell here is "to be American."

Now do you think that the American exporter takes advantage of this situation in pushing energetically the sale of his goods in France? He positively does not, and that is a mistake.

The number of American manufacturers whose products could be sold here in large quantities, but who never tried to secure this market is considerable. And there is a large number more who tried to import their goods into this country but did not succeed because they did not handle the matter in the right way.

I hope that my arguments will decide some of the former to seriously consider the sale of their goods in France, and that



my experience of French methods and trade conditions may help the latter to meet with more success.

Before developing my suggestions as to "How to do business in France" I first will say how it is generally done.

It is a fact disputed by nobody that the American manufacturer is far superior to those of European countries as far as regards his facilities for making first-class goods at moderate prices.

While German industry, that strong competitor against America on foreign markets, has still the reputation of producing in a general way "billig aber schlecht," (cheap but bad) the American manufacturer is the only one who has solved the problem of making at a cheap price goods of honest quality.

This of course places him in a very favorable position for export business because his low prices permit him to compete in foreign countries against local makers, even if the latter are protected by high custom duties, which is mostly the case and particularly so in France.

Therefore, if the United States are not actually at the front of all exporting countries, this is due to the American manufacturer himself.

And if, furthermore, German competitors very often beat him on European markets, this is because they compensate for their inferiority as to the quality of their goods by far better selling goods.

Let us see how the American exporter usually undertakes to open up a market for his goods in France.

The first thing he does, and very often this is the only thing he does, is to send out a few thousands of his American catalogs. Considering that the French business man generally does not understand the English language, the result is that those catalogs have only a success of curiosity; they are mostly admired from an artistic standpoint but that is all.

Sometimes the catalogs are supplemented or replaced by circular letters which may be full of strong arguments and interesting propositions, but the trouble is that the man to whom they are addressed cannot read them.

I know American manufacturers who did more than mailing catalogs and decided to send over a salesman to France but did not even succeed this way. Their salesmen, however excellent they might be and however well they knew how to sell American goods in America, had, nevertheless, no experience of local methods and the manner in which the French business man likes to be treated. They were not prepared to discuss the arguments of the French buyer, nor to find the right suggestions to decide him to place a trial order.

And these same salesmen when returning home are easily

inclined to consider France as "not a market for my line" rather than to feel that their failure was due to lack of experience and to their not having sufficiently studied the special condition of the French trade.

If, however, in a certain number of cases the American exporter meets with some success, notwithstanding the bad methods I have criticised above, he hardly ever attains the results he reasonably might expect considering the quality of his goods and his fair prices. This is because he usually does nothing to entertain and to strengthen the connection with the buyer. Indeed shipments are too slow, and generally made when the same for the home trade require no more attention; packing is not as the French purchaser specifies it should be; the defective payment system of "Cash with order" or "Cash against B/L" is demanded from firms who are buying on open account everywhere and merit just as much credit as those to whom it is allowed in America.

Add to all this that the American maker generally does not know by what slight modifications of his article he might create more demand for it in France. And the French buyer, having no interest or neglecting to instruct him on this point, it follows that local manufacturers, who are continuously in touch with him, profit by this situation. In giving those facilities which the American exporter does not think of proposing they rapidly manage to prevent their American competitor from definitely taking a position on the French market.

There are a great number of American makers who only consider export business when their home trade is decreasing and neglect their foreign connections as soon as business is increasing at home. Such manufacturers will never succeed in establishing a valuable export trade.

My suggestions do not apply to them but to those who are doing a prosperous business in the United States and who would be glad to increase their output by creating a demand for their line in France. And these manufacturers, if willing to make some effort and to show some patience, will easily meet with satisfactory results.

The first thing to do is to gather the necessary information in order to find out if there is a demand in France for the kind of goods which are to be imported here. It will generally be the case that what is good for America will "go" in France, but sometimes owing to special circumstances existing only in the United States a line of goods of absolute necessity for Americans will be of no interest to French people.

Investigate also if it would not be advisable to modify slightly some detail of an article so as to make it conform more to French tastes.



Then prepare your proposition; have circular letters translated into a commercial style of French. In trying to convince your readers don't say "that your——are the best in the world" or "just a little better than the best;" I believe that knowledge of modern advertising has condemned this kind of easy argument in the United States, but in any case they would not convince the French tradesman.

Consider, in making up your circular letter, that French people like to show, discuss and defend a personal opinion, and I would rather prefer to ask them for example: "What would you consider advisable to do to introduce my line" or "I should be glad to hear from you as to what you consider the right way to handle my business in your country."

The average French business man will be flattered in feeling that he is appreciated, not only as a buyer, but, also as a "Co-operator" and would help you to make a full success of your enterprise and would consider this to a certain extent as a personal triumph.

The little expense of having catalogs printed in the French language must be made; there is nothing to say about this subject as nobody knows better how to make a catalog attractive and suggestive than the American manufacturer.

The American exporter should try to reach the retailer himself rather than by those intermediaries such as jobbers or wholesale merchants who generally have no interest in starting a new business. They have very often made contracts with local manufacturers and considering always the question from an "immediate profit" stand-point generally decline to make an effort in favor of foreign goods as long as their buyers (the retailers) are not interested in them.

Quote your lowest prices. Don't allow them for big quantities only; the best way to assist your agent is to give him such prices as will enable him to dispose of considerable quantities of your goods.

Get the necessary information from a shipping company so as to be able to say exactly what will be the expenses for freight.

It will be easy to find out the amount of custom duties the French buyer will have to pay, and this altogether will allow you to say what your goods will cost in the buyers' store.

I hear the American manufacturer, who reads my suggestions, saying: "This makes too many things to do," and I understand that it is not easy for American activity and hustling way of doing business to show so much patience before seeing results.

This leads me to say that there exists a sure system which would enable the American maker to realize progress in his

trade with France, and prevent him at the same time from making those mistakes which I mentioned when explaining: "How it is done."

I have already had occasion to say some words about German methods, and can tell you what has been the principal reason of the increase of the German import trade in nearly every country.

The German manufacturer, when trying to open up a market here for his goods, is generally assisted by enterprising young men who are well posted in French trade conditions and fully acquainted with the lines they handle.

These young men are generally working on a commission basis, and may be considered as valuable and inexpensive intermediaries between the manufacturer and the purchaser.

It is a fact that Germans being everywhere, the German maker has this advantage over the American; the former find in every country of the world young business men of their own nationality who are glad to help him, for their mutual benefit, to increase his trade.

The circumstances which enable Germans to swarm the whole world over do not exist in America, and therefore the American manufacturer desirous of having someone to take care of his interests in a foreign country is somewhat handicapped in this respect.

But there are a great number of enterprising and enthusiastic young Frenchmen knowing local business conditions in detail, having connections and experience and a sufficient knowledge of the English language, who could be employed by the American maker for the same purpose.

The writer knows many representatives of English, German, or Belgium concerns who have built up here in a very short time a prosperous and increasing business for their houses.

Why should not the American manufacturer try to obtain the same results in the same way? The trial would be inexpensive and without risks.

Once connected with a clever young man who has furnished references as to his standing and responsibility, it will be easy to make a valuable representative of him.

In giving him a line of samples he would have an opportunity of trying the market and making suggestions, which would help the manufacturer to get orders.

This man will translate catalogs and other advertising matter into French and have them printed here. This would save the high custom duties on artistic printed matter.

He will say how the goods must be shipped and packed to come through the custom office in the most economical way.



He will constantly keep his concern in touch with the buyer ; make satisfactory payment arrangements for both parties ; settle questions of all kinds better than could be done by correspondence ; transmit complaints if there are any, stating what must be done to avoid them in the future.

He will compare American goods with similar ones of local manufacturers and give his opinion as to what he considers the weak points of his line, and his arguments will prove sometimes of interest, even for the business at home.

The enterprising American manufacturer will soon know if it would not pay him to allow his representatives to incur some expenses for travelling and advertising, so as to develop his business still more.

He would consider, after a short time, if it would not be wise to stock his goods in a warehouse at Paris or Havre, so as to be able to supply his French purchasers without delay. And later on, if business is still increasing, the possibility of opening a branch office might be considered.

This, of course, would mean some expense and would only be done when results justified it.

I am sure that if American manufacturers would try my methods of doing business in France, either direct or through a representative, a great number of them would certainly succeed and it would not take a long time to see France become a more interesting market for American goods than it is at the present time.



**A**LL book-keepers no doubt know that the principal reason why books are kept is that the condition of the business may be known at any time. Another is to enable the owner of the business to know to whom he is indebted, and who is indebted to him. But it does not infrequently happen that the house will have trouble with its customers. The debtor refuses to pay his bill and it becomes necessary to bring suit against him, and then the book-keeper, and perhaps his employer, is brought face to face with the fact that his books have to be brought into court for the purpose of proving the transaction. It is with the idea of elucidating the law governing the introduction of books of account in evidence that this article is written.

The first requisite to entitle books to be admitted in evidence is that they shall be books of original entry ; that is, they must contain the first complete and permanent record of the transaction. Thus it has been held by the courts that a book containing entries transferred from time to time, from a counter-book or blotter, is not admissible, the blotter being the permanent record. On the other hand, a book containing entries transferred

Books of  
Account as  
Evidence.

into it from slips and other temporary memoranda, is not thereby rendered inadmissible. In the latter case, however, the party making the temporary memorandum must be able to swear that the goods were delivered at or about the time when the memorandum was made. Under this rule a ledger, containing only transcripts from a journal or other book of original entry, is not admissible, except in cases where the book of original entry has been lost or destroyed.

Another requisite to admit a book in evidence, is that it must be kept in the regular course of business and must contain a record of all the business done by the party introducing the book; thus a book containing a single entry is not admissible.

It is also well settled that entries must be made from the personal knowledge of the person making them, except where the entries are made from memoranda, when the person making the memoranda should be able to swear that the latter are true records of what was done.

Erasures or alterations in books of account do not usually affect their admissibility in evidence. They only affect the credit to which the books would be entitled. Mutilated books are inadmissible. Entries made in lead pencil have been held to be valid and legal.

Another requirement is that the book shall contain charges by one party against the other; but a book containing only charges for cash payments is not admissible. Bank pass books are an exception to this rule, as such books are admissible, but a bank cannot prove payments made to a depositor by its own books.

Where a mistake has been made, however, as, for instance, where the pass book shows a deposit greater than appears on the books of the bank, the bank may offer its books to show that there was a mistake made.



ONE of the greatest faults of Christians is the habit of criticising those about them. Dean Stanley has told how to conquer this habit: "We may, if we choose, make the worst of one another. Everyone has his weak points, everyone has his faults; we may make the worst of these; we may fix our attention constantly upon them. But we may also make the best of one another. We may forgive, even as we hope to be forgiven. We may put ourselves in the place of others, and ask what we should wish to be done to us, and thought of us, were we in their place. By loving whatever is lovable in those around us, life will become a pleasure instead of a pain, and earth will become like heaven; and we shall become not unworthy followers of Him whose name is Love."



IN using the word "Salesmen" I refer to those employes who really sell goods. By far the greatest number of clerks in retail stores are merely order-takers. They hand out the articles that the customers come in and ask for, but they do not appreciate that they should really be an important part of a selling force—a force that includes the buyer, the advertising, the store manager, the window trimmer and everything else that goes to make the store an attractive and desirable place for the public to trade.

Handling called-for articles over the counter and talking a customer into wanting and buying something that he was not thinking of when he entered the store are two different things.

It takes tact, judgment and energy to grow from an order taker into a salesman, but it is worth the effort.

The retail advertiser should not only see that every one of his clerks knows just what he is advertising, the price and quality of the goods, the value of the bargains being offered, etc., but he should often consult them beforehand and get their impressions and advice. This will elicit their interest in his attempts to push things and besides he will frequently get valuable hints from them.

By getting copy in early the merchant can have the newspaper pull him a number of proofs of his ad in advance of its appearance. These can be distributed among the clerks for study and will enable them to be ready when the shoppers arrive. For reference the ads can be kept pinned up in convenient places during the days of the sale.

Perhaps the most important co-operation the salesman can render is to make a point of selling other articles, on which there is a good profit, to customers who answer the ads with the intention of buying the advertised bargains only.

A special sale of men's shirts should enable the selling force to get rid of a considerable quantity of collars, cuffs and ties, and possibly underwear, hosiery, etc. The hardware dealer who advertises lawn mowers should have a good display of garden rakes, sickles, etc. In every kind of a retail store this co-operative sale feature can be worked successfully by a little forethought.

Marshall Field & Co.'s store in Chicago has a standing offer of one dollar to any employe who ever finds a misspelled word or a grammatical error in any of their ads, circulars, letters, store cards, stock tickets, or any of the other printed matter in use by the firm. This makes all employes watchful and begets interest in what the management is doing to promote the business.

Any store which employs a half dozen or more clerks can obtain valuable hints as well as the hearty co-operation of its employes by the simple device known as "The Suggestion Box."

How  
Salesmen  
Can  
Co-operate.

This box is put in a convenient place and all connected with the store are invited to deposit in it written suggestions for making the store more attractive, the stock look better, for adding facilities for handling custom, etc. A prize of one dollar given for the best suggestion received each week will stimulate interest and effort wonderfully. It will make every employe feel that he or she is a part of the organization and that part of the responsibility for the success or failure of the concern rests upon his or her shoulders.

A neat personal appearance, courtesy and kindness to customers and fellow-employes, and nicely-arranged stock are not new hints to salesmen by any means, yet their importance cannot be dwelt upon too often.

The salesman's enthusiastic endorsement of the store's policy and his hearty co-operation with their advertising efforts and all other efforts to make more and better business, is part of his duty to his employer. The degree of intelligence with which he is able to do this measures his value to the firm.

\* \* \*

Must Be  
Big Enough.

A GOOD boss, in these days when profits are pared down to the quick, can't afford to have any holes, no matter how small, in his management; but there must be give enough in his seams so that every time he stoops down to pick up a penny he won't split his pants. He must know how to be big, as well as how to be small.

Some years ago I knew a firm who did business under the name of Foreman & Sowers. They were a regular business vaudeville team—one big and broad-guaged in all his ideas; the other unable to think in anything but boys' and misses' sizes. Foreman believed that men got rich in dollars; Sowers, in cents. Of course, you can do it either way, but the first needs brains and the second only hands. It's been my experience that the best way is to go after both the dollars and the cents.

Well, sir, these fellows launched a specialty—a mighty good thing—the Peep o' Daisy Breakfast Food, and started in to advertise. Sowers wanted to use inch space and sell single cases; Foreman kicked because full pages weren't bigger and wanted to sell in car-lots, leaving the case trade to the jobbers. Sowers only half believed in himself, and only a quarter in the food, and only an eighth in advertising. So he used to go home nights and lie awake with a living-picture exhibit of himself being kicked out of his store by the sheriff; and out of his home by the landlord; and, finally, off the corner, where he was standing with his hat for pennies, by the policeman. He hadn't a big enough imagination even to introduce into this last picture a sport dropping a dollar bill into his hat. But Foreman had a



pretty good opinion of himself, and a mighty big opinion of the food, and he believed that a clever well-knit ad was strong enough to draw teeth. So he would go home and build steam yachts and country places in his sleep.

Naturally, the next morning, Sowers would come down haggard and gloomy, and grow gloomier as he went deeper into the mail and saw how small the orders were. But Foreman would start out as brisk and busy as a humming-bird, tap the advertising agent for a new line of credit on his way down to the office, and extract honey and hope from every letter.

Sowers begged him day by day to stop the useless fight and save the remains of their business. But Foreman simply laughed. Said there wouldn't be any remains when he was ready to quit. Allowed that he believed in cremation, anyway, and that the only way to fix a brand on the mind of the people was to burn it in with money.

Sowers worried along a few days more, and then one night after he had been buried in the potter's field, he planned a final stroke to stop Foreman, who, he believed, didn't know just how deep in they really were. Foreman was in a particular jolly mood next morning, for he had spent the night bidding against Pierpont Morgan at an auction sale of old masters; but he listened patiently while Sowers called off the figures in a sort of dirge-like sing-song, and until he had wailed out his final note of despair, a bass-drum crash, which he thought would bring Foreman to a realizing sense of their loss, so to speak.

"That," Sowers wound up, "makes a grand total of \$800,000 that we have already lost."

Foreman's head drooped, and for a moment he was deep in thought, while Sowers stood over him, sad, but triumphant in the feeling that he had at last brought this madman to his senses, now that his dollars were gone.

"Eight hundred thousand!" the senior partner repeated mechanically. Then looking up with a bright smile, he exclaimed: "Why, old man, that leaves us two hundred thousand still to spend before we hit the million mark!"

They say that Sowers could only gibber back at him; and Foreman kept right on and managed some way to float himself on to the million mark. There the tide turned, and after all these years it's still running his way; and Sowers, against his better judgment, is a millionaire.

I simply mention Foreman in passing.

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**T**HERE are college men and college men. It is an egregious watering of stock when you give a thousand-dollar boy a ten-thousand dollar education.

**H**ERE are a few suggestions for Florist advertising that may prove interesting to readers of IMPRESSIONS.

Flowers. A message to a friend.

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Flowers. Most beautiful and delightful.

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Florist. Sand for your gold fish and seeds for your garden.

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Florist. We cultivate your flowers or sell you ours.

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Flowers. The season for the most beautiful, and the most beautiful of the season.

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Florist. While there is a serious question of propriety in a young man's making presents to a young woman to whom he is not engaged the sending of flowers is always proper. We make a specialty also of all kinds of art pieces for special occasions.

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Flowers. Fair to the sight, sweet to the smell.

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Florists. Now that the season is on when all cut flowers are grown under glass, the question of which flowers will keep fresh the longest determines the success of the florist. We raise our own flowers and when you order from us you do not get stock that has been shipped from some distant point.

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Flowers in a sick room are like sunshine in winter. No matter how matter of fact the sick person is in health. When he is deprived of nature's beauties, he longs for flowers and they give him life and hope. Remember any sick friends you may have with a box of our fresh roses and carnations.

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Things of beauty should be joys forever. If you will let us have the care of your potted plants and replace the old ones with new from time to time, you will be surprised how fresh and bright your house will look all winter. In nothing has modern progress done more than in this natural house decoration in winter by the use of potted plants.

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A bright window. You need growing flowers to make your home bright in the winter months. Your own plants may have been injured by the cold we have had. Ours are ready to take their place. We can furnish what you require.

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The pick of the prettiest. Here are great houses of flowers for cutting. Each order is filled right from the growing plants, and you get the pick of the prettiest perfect blossoms.



Beautiful blossoms. The chrysanthemum is the king of flowers, and we have the kings of chrysanthemum. Immense blossoms, full, round, and of many beautiful colors, \$2 per dozen, delivered. Carnations and roses, too—cut fresh daily.

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A varied language. The language of flowers is the universal language understood by all, and each one has a different message. For planting now, you want pansy, mignonette, nasturtium, and sweet peas. We have a splendid assortment of all in five-cent packages.

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A heavy task. If the arrangements for your garden seem burdensome, let us send a man who will put out your plants, arrange your beds and do it all reasonable. We've a big lot of lovely plants for use anywhere in these ways, and our garden seeds are known to produce most satisfactory results. These are "dirt" cheap.

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Fashions in flowers. There are fashions in flowers and their culture just as there are in dress, and we can assure you we keep close to nature's heart and the demands of fashion as well. Flower shows and prizes for pictures have stimulated interest of home culturists, and we know just what to give you to produce the best results.

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Buds of beauty. It is natural you should like flowers—they are so beautiful. It is natural you should come here for what you want—they are excellent. Either potted plants or cut flowers, and all of the highest grade. We're ready with slips for spring planting.

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The fairest in the land are the recipients of our flowers. Festal occasions are particularly in our line, and our bride's bouquets are the most beautiful made. Our designs for funerals, also, are in the best taste. We do not pack the flowers into impossible shapes, but allow them to stand in airy, natural beauty, as if they had just sprung into place.

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Special designs. Every occasion has its special needs in flowers and we provide for that need by producing set pieces which are graceful and beautiful. For funerals, for receptions, for weddings, for banquets. Just the flowers needed, and we make them into designs or emblems at your suggestion.

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Cut flowers. The best of the season. Send your orders for cut flowers here. There is no order too small to have our best attention; none too large or elaborate to be satisfactorily filled from our unexcelled resources. Special attention to floral decorations for social affairs.

Where spending is saving. When you buy our roses you save something beautiful from decay. Why give to the air, insects, or forgetfulness what could be enjoyed by yourself or given to another.

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A friendly message. A floral message is a friendly message in season of joy and grief. Beautiful flowers enable you to convey sympathy or congratulation, as the case may require. We furnish flowers that will please both giver and receiver.

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House plants. Beautiful blooming and foliage plants especially adapted for indoor growing—hardy and requiring the minimum of care and attention. Dozens of varieties—we will gladly furnish you a list if you inquire.

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Such a comfort. Flowers are exceedingly cheap now, and to the ill, or troubled, or discouraged, what a comfort. Your order will be quickly and carefully executed by us.

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A pretty garden is a pleasure only in the summer. We can supply you a garden that will last you through the year—what you want at all seasons, and the best of it at that. We'll either care for your flowers this winter or supply you regularly with fresh ones.

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The evening toilet, no matter how exquisite, acquires a new air of beauty when flowers are worn or carried, and is not complete without them. We have violets for the corsage or roses to be carried in a great bunch over the arm.

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Flowers at home. Flowering potted plants will make the home bright all through the dreary weather. Here are some hardy ones that will continue in bloom for a long time. You'll be glad of having purchased one or more of them.

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When the roses bloom at their best, then we have the best of the blooms. We have splendid roses all the year round, and all the seasonable flowers in their seasons. Send us your order, and get the perfection of flowers.

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Perfect beauty. If you prefer roses—the large, beautiful roses which have such delicate color and graceful leaves—you may be sure of getting them here. We like them, and are very particular about the quality of flowers. A dozen for a dollar.

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Always welcome. Flowers never seem out of place; they are always acceptable, always in good taste, whatever the occasion. If you'll just call us by phone, we will be glad to fix up a flower order for you that will be sure to suit.



Cheap and beautiful. Our cut flowers are magnificent and very cheap. You cannot afford to do without them. They are blessings that brighten the home as well as gay halls of pleasure. We need more decoration in the home. Here are flowers with which to satisfy the need.

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All seasons look alike to the plants in our greenhouses. We supply beautiful cut flowers of all kinds at all times. We'll have the earliest, biggest and finest chrysanthemums of the year. Carnations and roses now—and not expensive.

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We've plenty. Either flowering plants or foliage in abundance for regular use or for special occasion. We'll make your home a tropical paradise this winter if you like. We'll take care of your plants or supply ours, according to your needs.

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The power of sympathy. When nothing else can speak for us, flowers do. Send a mourning, ill, or discouraged person flowers, and you instantly for one bright moment cause them happiness. We are prepared to furnish especially beautiful flowers and designs for funeral occasions.

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A floral offering is never out of place—funerals, parties, or anniversaries alike make flowers acceptable. For any occasion, send us your order for flowers. We guarantee perfect blossoms, punctual delivery, and reasonable prices.

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Floral pieces. There are many designs here for your selection, and any one of them will prove attractive when made up as we will make it. The best flowers are always used for these pieces, or are supplied for those who want cut flowers in any quantity.

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Floral excellence. In growing these flowers we aim at perfection. The approval of our patrons indicates that we come pretty close to obtaining pretty flowers. If you are an admirer of flowers or want to send a gift to a friend, remember we supply the best.

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Home decorations. Every home should have palms for decoration. Every home owner should provide beauties for one place. The best thing is the foliage plant. There are many here you'll like to own. They'll be a credit to you and make your home much brighter.

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Flowers for all occasions, roses, carnations, daisies, smilax, ivy, groundpine. Those who want flowers to carry or for decoration, flowers for bouquets or for emblems, will find beauties here.

Correct enough. You'll want a blossom on your coat these fine days. We furnish you with the correct thing. It just means a penny or two and it brightens the day wonderfully. All orders for flowers of any kind for any occasion are filled with great care and taste by us.

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Your table is not finished without a pot of our maidenhair fern, which is as healthy and daintily beautiful as it can be. People are charmed as soon as their gaze catches it, and it is very easy to care for.

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Our mission. To comfort, to congratulate, to confer pleasure, that's the florist's mission. We sell flowers incidentally for a living, and you won't find any flowers finer than these, nor cheaper.

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Worth the trouble. Flowers repay in pleasure and satisfaction the labor and care they give in their growing. We enjoy flowers, because they give pleasure to us, and we know they will give you pleasure. Potted plants if you like. Cut flowers our specialty.

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Nothing else can take the place of flowers for Christmas remembrances; nothing else is so beautiful, sentimental, and in such good taste. Six varieties of roses, four colors in carnations, immense cysanthemums. Early orders will secure the choicest blooms, of course.

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A delivery system is one of the features of our business. You can depend on our delivery of flowers in perfect condition without delay. Floral pieces or cut flowers, as you instruct. Telephone your order—we'll deliver the flowers as directed.

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**S**OMEWHERE or other we ran across this expression in an advertisement, and it made an impression. There is a whole sermon in the single phrase, "The temptation of the timid"—it is indeed responsible for a world of holding back and half-succeeding. The timid dealer doesn't ask for the catalogue of a house he has never done business with, and his enterprising competitor may secure the very goods his customers are asking for, the timid dealer argues that because he has never as yet sold furniture of a grade above the very cheapest, his trade will never buy it—but his enterprising competitor places it in stock and sells it. The timid dealer is tempted to buy furniture simply because it is cheap, regardless of whether his customers may want it, or not, or of its construction and design—and his enterprising competitor sells pieces of better construction and style at better prices and profit.—Grand Rapids Furniture Record.